



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY CADET COMMAND
FORT MONROE, VIRGINIA 23651-5000

ATCC-ZF (385-10)

20 Apr 2001

MEMORANDUM FOR

U.S. Army Cadet Command Region and Brigade Commanders, HQCC
Directors, and Special Staff Officers

SUBJECT: Implementation of New Risk Management (RM) Worksheets

1. References:

a. FM 100-14, Risk Management, 23 Apr 98.


b. CC Reg 145-3, Precommissioning Training and Leadership
Development, Chapter 5 - Safety, 29 Oct 98.

2. Effective immediately, a new risk management worksheet form will be completed prior to all training exercises. The short version, CDTCMD Form 385-1-R-E (Enclosure 1), will be used when hazards are minimal or to update an existing RM worksheet when conditions change. The long version, CDTCM Form 385-2-R-E (Enclosure 2), will normally be used. The process begins with the first task (i.e., pickup and transport cadets or pickup weapons and ammunition) and ends with the last task (i.e., return and drop-off cadet or drop-off weapons and residue to ASP). The new forms comply with reference 1.a. and replace the existing risk assessment forms cited in reference 1.b.

3. Leaders and soldiers at all levels will use risk management. Commanders must firmly ground current and future leaders in the critical skills of the five-step risk management process. Risk management is the process of identifying, assessing, and controlling risks arising from operational factors and making decisions that balance risk costs with mission benefits.

4. POC is Mr. Kevin Strohschein, Safety Manager, (757) 788-4615.

2 Encls
as


JOHN T. D. CASEY
Major General, U.S. Army
Commanding

CF:
DCG, U.S. Army Cadet Command (w/encls)

RISK MANAGEMENT WORKSHEET

(CDTCMD Reg 385-10; proponent agency is Cadet Command Safety)

1. Organization and Unit Location:					2. Page		of	
3. Mission/Task:				4. Begin Date:	5. End Date:		6. Date Prepared:	
7. Operational Phase in which the Mission/Task will be conducted:								
8. Tasks	9. Identify Hazards	10. Initial Risk Level	11. Develop Controls	12. Residual Risk Level	13. Implement Controls ("How To")	14. Who/How Supervised		
15. Determine Overall Mission/Task Risk Level After Countermeasures Are Implemented: (Circle Highest Remaining Risk Level) ➔ <div style="display: inline-block; margin: 0 10px;">LOW (L)</div> <div style="display: inline-block; margin: 0 10px;">MODERATE (M)</div> <div style="display: inline-block; margin: 0 10px;">HIGH (H)</div> <div style="display: inline-block;">EXTREMELY HIGH (E)</div>								
16. Medical Support: Advanced Trauma Life Support (ATLS) is required within 1 hour. On-site Medical Support provided (Circle one): <div style="display: inline-block; margin: 0 10px;">Medic</div> <div style="display: inline-block; margin: 0 10px;">Combat Lifesaver</div> <div style="display: inline-block; margin: 0 10px;">ARC/NSC First-Aid Responder</div> <div style="display: inline-block;">None</div>								
17. Prepared by: (Rank, Last Name, Duty Position)				18. Reviewed by Action Officer/Commander: (Rank, Last Name, Duty Position and Signature):				
19. Risk Decision Authority (Signature Block and Signature):					<p>Extremely High Risk: Not Applicable for Cadet Command</p> <p>High Risk: CG or DCG</p> <p>Moderate Risk: Brigade Cdr (0-6). At Advanced/Basic Camp – Region Cdr or CofS</p> <p>Low Risk: Battalion Cdr. At Advanced/Basic Camp – Committee Chief or Regimental Cdr/TAC Officer</p>			

Need to Risk Manage a METT-T Hazard

RISK MANAGEMENT WORKSHEET <small>(CDCMPD Reg 385-10: proponent agency is Cadet Command Safety)</small>								
1. Organization and Unit Location: ROTC Battalion				2. Page _____ of _____ 1 of 2				
3. Mission/Task:			4. Begin Date:		5. End Date:		6. Date Prepared:	
Conduct Rappel Training (include Transportation to and from Tower)								
7. Operational Phase in which the Mission/Task will be conducted: <div style="background-color: #e0f0ff; padding: 5px; margin-top: -10px; font-weight: bold;">Throughout training phase</div>								
8. Tasks	9. Identify Hazards	10. Initial Risk Level	11. Develop Controls	12. Residual Risk Level	13. Implement Controls (How To)	14. Who/How Supervised		
Transportation to tower.	Driver Fatigue	M	Ensure driver gets adequate rest.	L	AR 385-55, Prevention of Motor Vehicle Accidents	Driver – Self		
	Traffic/Congestion	M	Drive slower and defensively.	L		Driver – Self		
	Weather Conditions (rain/once on road)	H	Drive slower than posted speed limit.	M		Driver – Self		
Rappelling from a 34-ft Tower	Inexperienced cadets	H	Instruct and demonstrate: (1) Fundamentals of rappelling, (2) How to properly tie knots and (3) Safety requirements. <i>Always require use of helmets and gloves.</i>	M	TSP No.1, Basic Rappelling TC 21-24, Rappelling	Qualified Rappel Master will supervise		
	Equipment failure resulting in falls.	H	Conduct a safety inspection of tower and all rappelling equipment prior to training exercise. Conduct annual safety inspection of tower.	M	TC 21-24, Rappelling	Rappel Master will inspect.		
	Heat Injury/Dehydration	H	Monitor Heat Index, advise all to drink sufficient volumes of water at frequent intervals, carry canteen(s) and know location of water points.	M	DA Pam 385-10, Safety Program AR Pam 385-1, Unit Safety	Army Safety Officer, CDSO, unit Safety.		
	Wildlife, insects and plants	M	Brief cadets to avoid wildlife, insects and plants. Use insect repellent. <i>Haven bee stings kits available</i>	L	TB MED 507 Water buffalo/jugs on site. GTA B-5-60 FM 21-10 GTAs based on area.	Cadre monitor Heat index. Use buddy system.		
15. Determine Overall Mission/Task Risk Level After Countermeasures Are Implemented: (Circle Highest Remaining Risk Level) → <div style="margin-left: auto; width: 100%;"> LOW (L) MODERATE (M) HIGH (H) EXTREMELY HIGH (E) </div>								
16. Medical Support: Advanced Trauma Life Support (ATLS) is required within 1 hour. On-site medical support provided (circle one): Medic Combat Lifesaver <u>AED/NRC First Aid Responders</u> None								
17. Prepared by: (Rank, Last Name, Duty Position)					18. Reviewed by Action Officer/Commander: (Rank, Last Name, Duty Position and Signature):			
19. Risk Decision Authority (Signature Block and Signature):					Extremely High Risk: Not Applicable for Cadet Command High Risk: CG or DCC Moderate Risk: Brigade Cat (B-I). At Advanced/Basic Camp – Region Car or CdS Low Risk: Battalion Cat. At Advanced/BASIC Camp – Committee Chief or Regimental Chief w/AC Officer			

CDTCMD Form 385-1-R-E, Apr 01

Risk Assessment and Risk Management Countermeasure Worksheets in CC Reg 145-3 are OBSOLETE

Work Sheet Instructions

Blocks

1 – 8. Self explanatory

9. **Identify Hazards** – Review METT-T factors for the mission or task. Additional factors include historical lessons learned, experience, judgment, equipment characteristics and warnings, and environmental considerations.
10. **Initial Risk Level** – Assess hazard and determine initial risk for each hazard by applying risk assessment matrix.
11. **Develop Controls** – Develop one or more controls for each hazard that will either eliminate the hazard or reduce the risk (probability and/or severity). Specify who, what, where, why, when, and how for each control.
12. **Residual Risk Level** – Determine the residual risk for each hazard by applying the risk assessment matrix, assuming the controls are implemented.
13. **Implement Controls** – Decide how each control will be put into effect or communicated to the personnel who will make it happen (written or verbal instruction; tactical, safety, garrison SOPs, rehearsals).
14. **Who/How Supervised** – **Who and how will each control be monitored (continuous supervision, spot-checks).** Evaluate frequently and pass on lessons learned.
15. **Determine Overall Mission/Task Risk** – Select the highest residual risk level and circle it. This becomes the overall mission or task risk level. The commander decides whether the controls are sufficient to accept the level of residual risk. If the risk is too great to continue the mission or task, the commander directs development of additional controls or modifies, changes, or rejects the COA.
16. **Medical Support** – Select type of on-site medical support provided and circle it.
- 17 & 18. Self explanatory
19. **Risk Decision Authority** – The decision to accept or not accept the risk(s) associated with an action is made by the appropriate commander or leader responsible for performing that action.

Hazards not adequately controlled are likely to cause loss of combat power. Answer the following questions about each hazard to determine if it is adequately controlled. If not, hazards needs to be risk managed.

Are the Controls Adequate?

Are the Controls Adequate?		Yes	No
Support – Is type/amount/capability/condition of support adequate to carry out the mission? <ul style="list-style-type: none">• Personnel• Supplies• Equipment/Material• Services/Facilities			
Standards – Is guidance / procedure adequately clear / practical /specific to control hazard?			
Training – Is training adequately thorough and recent to control hazard?			
Leader – Is leadership ready, willing, and able to enforce standards required to control hazard?			
Individual/Unit Self-Discipline – Is performance and conduct sufficiently self-disciplined to control hazard?			

If all "yes", no further action required (subject to commander's risk guidance). If one or more "no", risk manage this hazard

Risk Assessment Matrix

SEVERITY	PROBABILITY				
	Frequent	Likely	Occasional	Seldom	Unlikely
Catastrophic	E	E	H	H	M
Critical	E	H	H	M	L
Marginal	H	M	M	L	L
Negligible	M	L	L	L	L

PROBABILITY – The likelihood that an event will occur.

FREQUENT – Occurs often, continuously experienced.

LIKELY – Occurs several times.

OCCASIONAL – Occurs sporadically.

SELDOM – Unlikely, but could occur at some time.

UNLIKELY – Can assume it will not occur.

SEVERITY – The expected consequence of an event in terms of degree of injury, property damage, or other mission-impairing factors.

CATASTROPHIC – Death or permanent total disability, system loss, major damage, significant property damage, mission failure.

CRITICAL – Permanent partial disability, temporary total disability in excess of 3 months, major system damage, significant property damage, significant mission degradation.

MARGINAL – Minor injury, lost workday accident, minor system damage, minor property damage, some mission degradation.

NEGLIGIBLE – First aid or minor medical treatment, minor system impairment, little/no impact on mission accomplishment.

* FM 101-5, 31 May 1997

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